

The Effect of Employee Engagement, Work Discipline and Work Motivation on Employee Performance in BRI Unit Giriwoyo Office



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ABSTRACT: This study sought to determine how employee motivation, work discipline, and engagement affected the performance of Office BRI Unit Giriwoyo staff. The study's demographic and sample comprised 31 Office BRI Unit Giriwoyo employees. This study employed questionnaires, interviews, observations, and literature reviews as data collection methods. Non-probability sampling is employed. Examining the research tools, such as validity, reliability, traditional assumption, and hypothesis tests, is part of the data analysis approach. Employee performance is the dependent variable, and the study discovered that each independent variable has a considerable impact. Additionally, the study's findings indicate that employee engagement is the factor most influencing employee performance.

KEYWORDS: Employee engagement, Work Discipline, Work Motivation, Performance

I. INTRODUCTION

An organisation's human resources are a valuable asset for its growth; thus, they must help the business succeed (Khan et al., 2012). The calibre of an organisation's human resources significantly impacts its success; well-trained personnel can advance all fields. Human resources are one of the most crucial factors in determining whether a business successfully achieves its goals (Sutianingsih, 2025).

The performance of the contributing human resources can be used to determine whether they are good or terrible. Performance is the capacity of an employee to fulfil current job requirements. In research (Sutianingsih, 2016), Three components define the quality of employee work: direction, ability, and effort. Direction refers to how well an employee knows what is expected of him, while effort refers to how hard a person works. Ability refers to an employee's capabilities (Leslie & Lyold, 2000).

One factor that determines a company's success is employee performance. Effective employee performance will assist the business in fulfilling its vision and mission, making it more hospitable, trustworthy, and capable of achieving its objectives. An organisation's ability to successfully achieve its goals is determined by the calibre of its human resources, highlighting the vital role that human resources play in achieving organisational goals. Dessler (2004) The disparity between an employee's actual and anticipated performance is referred to as employee performance. Mangkunegara (2017) states that performance refers to the quantity and quality of work outcomes (output) that human resources achieve within a specified timeframe while fulfilling their responsibilities. When organisations fulfil employee desires, their performance will enhance (Pratama, 2012).

Bank BRI unit Giriwoyo is the main branch office of Bank Rakyat Indonesia, which is located in Jl. Wijaya Kusuma No.63, Nebra North, Giriwoyo, Giriwoyo District, Wonogiri Regency, Central Java. Bank Rakyat Indonesia is one of the largest state-owned banks in Indonesia. In Purwokerto, Central Java, Raden Bei Aria Wirjaatmadja founded Bank Rakyat Indonesia (BRI) on December 16, 1895.

II. THEORETICAL FOUNDATIONS

This section will elucidate the theory underpinning this research. Such theories will help develop a mindset for forming hypotheses and analysing the study's outcomes.

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Employee Performance

Knowledge, aptitude, job skills, work attitude (motivation, dedication, and excitement), work quality, production volume, and interaction are the performance aspects most frequently utilised as research indicators (Mc. Kenna and Beach, 2014). Performance is the result or extent to which a person or group completes a task within a given time frame about the predetermined and agreed-upon standard of work, target, or criteria (Rivai, 2017). Performance is not a stand-alone factor; it is influenced by personal characteristics and abilities and is linked to job happiness and pay.

Performance is the outcome of the work that an individual or group of individuals inside an organisation may conduct using their specific authority and responsibilities to legally achieve the company's goals while upholding moral and ethical standards (Sedarmayanti, 2017). Work performance results from an employee's efforts, both in quantity and quality, carried out by his duties (Mangkunegara, 2017). In this instance, performance refers to the outcomes of an individual's labour following the completion of the tasks assigned by the organisation. However, the quality of the job or the quality attained by employees in compliance with the organisation's requirements serves as a gauge. Effective performance can be attained if staff members adhere to the organisation's assessment criteria. According to Robbin's (2012) research (Sutianingsih, 2016), Performance can be compared to several options and is also the outcome of an employee's work during a specific period.

Considering the provided description and the views of a few specialists, including Mc. Kenna and Beach (2014), Rivai (2017), Sedarmayanti (2017), Mangkunegara (2017), and Robbins (2012), based on predetermined work criteria met by staff members annually while doing their duties by the tasks that have been delegated to them, one may say that performance is the result of both the amount and quality of labour (output).

Factors influencing performance achievement (Mangkunegara, 2017) are:

- a. Capacity, Potential ability (IQ), and reality ability (knowledge and competence) comprise an employee's psychological makeup. This implies that it will be simpler for workers with an IQ above the norm of 110–120, sufficient education for their role, and proficiency in carrying out their everyday tasks to meet performance standards. As a result, the employee must be placed in a suitable role for his work (The appropriate man in the appropriate place, the appropriate man on the appropriate duty).
- b. An employee's attitude toward the circumstances of their work creates motivation. Motivated employees are driven to accomplish organisational objectives (work goals). Mental attitude is a state of mind that motivates workers to aim for optimal work performance. Employees must have a psychophysical mindset and be cognitively, physically, and situationally prepared. This implies that an employee needs to be physically and intellectually fit, comprehend the primary objectives and job targets that need to be met, and be able to use and construct work environments.
- c. Co-workers Having agreeable coworkers is the most straightforward way to feel satisfied. Work will be more productive if coworkers and teams are kind and encouraging.
- d. Salary is compensation derived from the output and effort of labour performed. Employees use their salaries to cover necessities like clothing, food, and housing. Meeting employees' basic needs can achieve employee happiness.

Numerous hypotheses exist about employee performance metrics. One of the employee performance indicators Fadel (2009:195) proposes several metrics for assessing worker performance, including:

- a. Subordinates must first comprehend each position's fundamental duties and responsibilities before doing tasks per their assigned responsibilities.
- b. Come up with an innovative idea that works, share it with supervisors, and talk about it with coworkers.
- c. Current work methods must be considered when doing work speed tasks.
- d. Employees must be disciplined to complete tasks meticulously and double-check in addition to being quick.
- e. Collaborating with others is similar to accepting and valuing other people's viewpoints.

Employee Engagement

Employee engagement is the term used to describe employees' emotional commitment to a business and its goals. Workers who demonstrate this emotional dedication care about their positions and the company. Rather than working solely for pay or a promotion, they try to accomplish the objectives of the business (White, 2011). Kumar and Pansari (2017) assert that the various facets of an employee's attitude and behaviour toward the company make up the multifaceted construct of employee engagement. Finney (2010) outlines the most basic definition of employee attachment: to motivate employees to put out their best effort by making them feel satisfied with their employment.

According to Federman 2009 (in M. Rizza Akbar, 2013) explains that several factors might affect employee engagement, including:

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- a. Culture (Culture)
- b. Success Indicators
- c. Priority Setting
- d. Communication
- e. Innovation
- f. Talent Acquisition
- g. Talent Enhancement
- h. Incentives and recognition
- i. Offense (Customer-Centered)

Anita J. (Handoyo & Setiawan, 2017, p. 168) listed the following as a few markers of employee engagement (employee attachment):

- a. Compensation
- b. Working environment
- c. Work well-being
- d. Leadership
- e. Team and co-worker relationships
- f. Organisational policy
- g. Training and career development

Work Discipline

Ebuara & Maurice (2012). Discipline can also refer to a system that maintains orderly operations and controls for the efficient administration of well-established organisations. According to (Darmawan, 2013) research (Sutianingsih, 2021), Workplace discipline is a way to follow and adhere to relevant written and unwritten rules.

Hasibuan (2017) suggests that the discipline's cornerstones are knowledge of and readiness to abide by all corporate policies and pertinent social norms. This compliance may be demonstrated by attitudes, actions, and behaviours that align with these rules. Discipline is a management practice that maintains the organisation's standards (Handoko, 2012). Employee self-control and consistent discipline application demonstrate teamwork's importance within a company. For employees who do not satisfy certain criteria, disciplinary action is necessary.

Considering the explanation that has been provided and the views of different specialists, among others, Ebuara & Maurice (2012) (Darmawan, 2013), Hasibuan (2017), and Handoko (2012) In an attempt to establish order within the business or organisation, discipline is crucial. The study uses absenteeism/attendance, adherence to duties and regulations, and work by processes to measure employee discipline. Employee morale is probably going to drop, which will have a detrimental impact on how the company operates. Factors that may lead to employees acting indiscriminately (Siagian, 2016):

- 1) In one managerial discipline, the leader controls everything from start to finish.
- 2) There is team discipline, which is where performance opportunities are created from interdependence with one another. Interdependence stems from each member's commitment to the organisation; the entire company will fail if one member fails.
- 3) The single application of self-discipline (self-discipline) relies on self-control, dexterity, and training.

Hasibuan (2017) explains that the following metrics influence the degree of employee discipline:

- 1) Goals and abilities: Specifically, the objectives must be well-defined, ideally demanding, and within the employee's capabilities; if the task is beyond or much below his capabilities, the employee's level of discipline and seriousness is poor.
- 2) Exemplary leaders must be disciplined, honest, equitable, and consistent in their words and actions.
- 3) Compensation: Employees cannot be effectively disciplined if they are not paid enough to cover their needs and families.
- 4) Justice: Specifically, justice that serves as the foundation for wisdom in the imposition of compensation or penalties or that encourages the development of sound employee discipline.
- 5) Inherent monitoring, where each subordinate's condition is evaluated impartially, allows superiors to assess each subordinate's aptitude and discipline immediately.
- 6) Penalties: If the penalties are harsher, teachers will be less likely to break corporate policies, and employees' attitudes and disciplinary actions will be lessened.

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- 7) Assertiveness: The boss must be courageous and stern to penalise any staff member who does not follow the established rules.

Motivation

According to (Hasibuan, 2006, p. 219) research (Maulana, 2019), motivation makes people excited about their jobs, ready to work together, be productive, and combine all their efforts to achieve fulfilment. This knowledge demonstrates that employee enthusiasm is fueled by motivation. Handoko (2012: 67) outlined how motivation is a state that propels workers who are guided to meet organisational objectives; in this instance, performance achievement and achievement motives are positively correlated. According to Rivai (2017: 78), One definition of motivation is the desire to work toward a particular objective. Since it is generally accepted that all people are motivated to work, motivation is defined as a strong internal and external drive to put in more effort than others.

According to Maslow in Hasibuan (2017), The following elements affect motivation:

- 1) Physiological Needs: These include food, water, shelter, air, and other necessities for life. The desire to fulfil these needs motivates someone to act and put in the effort.
- 2) Second, security and safety. The need for safety against dangers, including the fear of accidents, gives rise to two types of needs: property security in the workplace while working and life security, particularly when working.
- 3) Needs for attachment or social interaction: In the social group of workers and their surrounding areas, social demands include interacting with coworkers and feeling loved and welcomed. DAPA: Most people require a social life and do not want to live alone in a remote location.
- 4) Needs that express self-worth (also known as status or self-esteem needs) are strongly associated with prominence. Although this is not always the case, leadership should know that prestige increases with a person's standing in the organisation or society. Ideally, prestige results from accomplishments.
- 5) Self-actualization must be met by utilising one's best potential, abilities, and skills to accomplish extremely fulfilling work performance. Realising one's full potential is what this need is. Each person may have a varied desire to meet their goals, and leadership can do this by planning for education and training.

Steers and Braunstein in Mas'ud (2014: 269) imply that indicators can be used to evaluate and quantify motivation:

- 1) Needs for achievement in enhancing work output, progress, goal attainment, and job satisfaction.
- 2) The demand for power about duty, rivalry for jobs, and influence over others.
- 3) Affiliation demands the development of relationships with coworkers, the enjoyment of belonging to the company, and close collaboration.

According to Siagian (2016), The following are motivational indicators:

- 1) Job Security
- 2) Development of skills and abilities
- 3) Awards
- 4) Achievement needs
- 5) Promotion

III. CONCEPTUAL FRAMEWORK & HYPOTHESIS

Arikunto (2013): A hypothesis is a different, purported solution that a researcher offers to the issues that his study has raised. The purported response is a provisional reality whose veracity will be examined using research information. From this stance, a theory can become true, but it can also become false.

Effect of Employee Engagement On Performance

"emotional commitment" refers to workers' dedication to a company and its objectives. Because of this emotional investment, workers genuinely care about their jobs and the business. They strive for the company's goals rather than merely earning money or getting promoted (White, 2011). Performance is the outcome or degree to which an individual or group completes a task within a given time frame compared to the predetermined and agreed-upon standard of work, target, or criteria (Rivai, 2017). Employee performance will eventually improve when productivity increases in unison with an employee's degree of engagement.

This is predicated on the findings of research conducted by Agnes and Roy (2017) and Yudi et al. (2017), which demonstrate employee engagement's beneficial and substantial impact on performance. Given the description provided, the theory proposed is:

H1: Employee engagement has a positive and significant effect on the performance of BRI Unit Giriwoyo office employees.

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Influence of work discipline on performance

Hasibuan (2017) implies that awareness of and willingness to follow all workplace rules and relevant social standards constitute discipline. This compliance may be demonstrated by attitudes, actions, and behaviours that align with these rules. A business or institution cannot achieve its goal of obtaining optimal employee performance without the backing of appropriate discipline. Discipline is, therefore, essential for reaching objectives. This is consistent with research findings by Dea et al. (2020), which indicate that job discipline significantly and favourably affects performance. In light of the aforementioned description, the hypothesis put forth is:

H2: Work discipline has a positive and significant effect on the performance of BRI Unit Giriwoyo office workers.

Effect of work motivation on performance

Rivai (2017: 78) defines motivation as the desire to achieve a specific objective. Given that it is generally accepted that all people are motivated to work, motivation is defined as a strong internal and external drive to go above and beyond what others do. The more motivated, the better the performance. This aligns with Char et al.'s (2020) study findings; work motivation has a great and favourable influence on performance. The theory put out in light of the given description is:

H3: Work motivation has a positive and significant effect on the performance of BRI Unit Giriwoyo office workers.

THEORETICAL FRAMEWORK

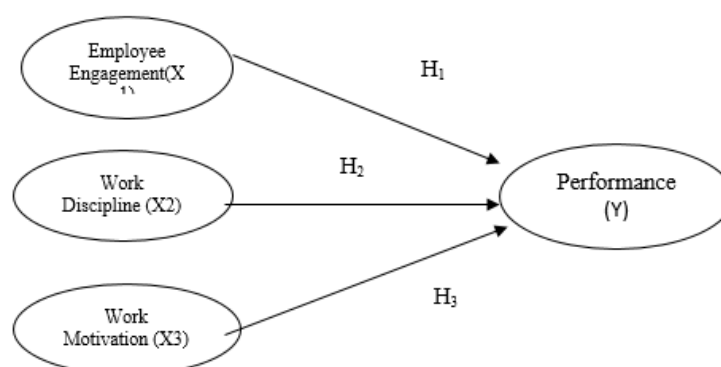


Figure 1. Theoretical Framework

The aforementioned structure demonstrates how the dependent variable (Y) is impacted by three independent variables (X1, X2, and X3). Performance is impacted by the following variables: work motivation (X3), work discipline (X2), and employee engagement variable (X1).

IV. RESEARCH METHODS

By providing researchers with a sequence of steps for conducting research, including tools and processes, a research method can help them comprehend the subject of their study (Hartono, 2011). Survey research methods, quantitative methodology, and an associative approach to causal links were all used in the study's design. Fisafat positivism is the foundation of quantitative approaches, which employ research instruments to gather data, analyse quantitative or statistical data to challenge preconceived notions and examine certain groups or samples (Sugiyono, 2017). Sugiyono (2017) outlined how the survey research method is a quantitative research approach used to collect data on views, attitudes, behaviours, characteristics, events from the past or present, and the relationships between variables. Additionally, it is employed to test certain theories about sociological and psychological factors using samples taken from particular communities, data collection methods that use detailed observations (interviews or questionnaires), and research findings that are generally applicable.

Research focuses on the attributes, nature, or values of individuals, things, or activities, with particular variations that researchers designate to be examined and from which conclusions are subsequently made (Sugiyono, 2017). The performance of the personnel at the BRI Unit Giriwoyo office serves as the study's research object. The study's participants were staff members of the BRI Unit Giriwoyo Office. The research was carried out for one month in January and February 2025.

Population & Sampling

A population is a category for generalisation made up of items or people with specific amounts and attributes that researchers use to investigate and make inferences (Sugiyono, 2017). Participants in the study are all employees of the BRI Unit Giriwoyo Office,

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and the population is the only subject of the study. All 31 personnel of the BRI unit Giriwoyo office are involved in this study. The sample reflects some of the many characteristics of the population. A researcher may use samples drawn from a large population if they cannot examine the entire population for whatever reason, such as a lack of resources, time, or effort. Using this formula, a total of 31 respondents' samples were collected. It was decided that 31 individuals from the total population would comprise the study sample.

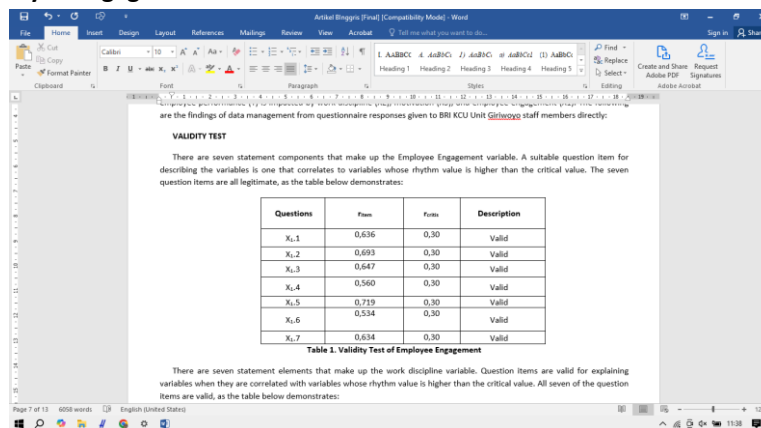
V. RESEARCH RESULTS AND DISCUSSION

To ascertain the impact of work discipline (X2), motivation (X3), and employee engagement (X1) on employee performance (Y), the author employs a validity test, a basic linear regression analysis, and a coefficient of determination test. The following are the findings of data management from questionnaire responses given to BRI KCU Unit Giriwoyo staff members directly:

Validity Test

Seven statement components make up the Employee Engagement variable. A suitable question item for describing the variables correlates to variables whose rhythm value is higher than the critical value. The seven question items are all legitimate, as the table below demonstrates:

Table 1. Validity Test of Employee Engagement

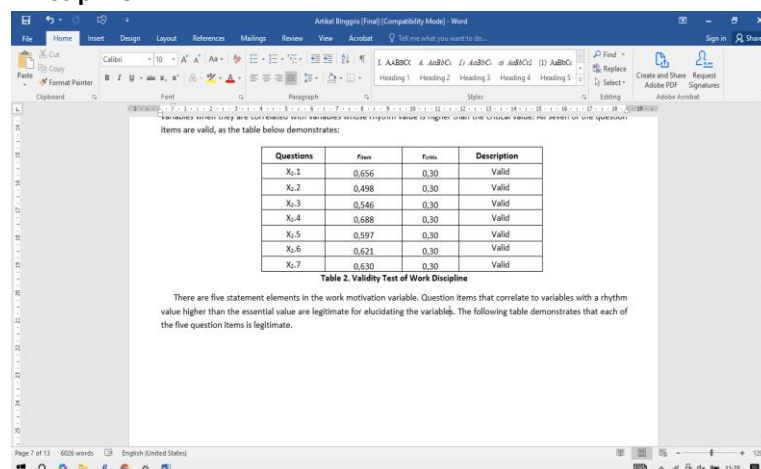


Questions	Fmax	Ftable	Description
X _{1.1}	0,636	0,30	Valid
X _{1.2}	0,693	0,30	Valid
X _{1.3}	0,647	0,30	Valid
X _{1.4}	0,560	0,30	Valid
X _{1.5}	0,719	0,30	Valid
X _{1.6}	0,534	0,30	Valid
X _{1.7}	0,634	0,30	Valid

Table 1. Validity Test of Employee Engagement

Seven statement elements make up the work discipline variable. When question items are associated with variables whose rhythm value exceeds the critical value, they can be used to explain variables. All seven of the question items are valid, as the table below demonstrates:

Table 2. Validity Test of Work Discipline



Questions	Fmax	Ftable	Description
X _{2.1}	0,656	0,30	Valid
X _{2.2}	0,498	0,30	Valid
X _{2.3}	0,546	0,30	Valid
X _{2.4}	0,688	0,30	Valid
X _{2.5}	0,597	0,30	Valid
X _{2.6}	0,621	0,30	Valid
X _{2.7}	0,630	0,30	Valid

Table 2. Validity Test of Work Discipline

The work motivation variable has five statement elements. Question items correlating to variables with a rhythm value higher than the essential value are legitimate for elucidating the variables. The following table demonstrates that each of the five question items is legitimate.

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Table 3. Validity Test of Motivation

Questions	r_{xy}	r_{table}	Description
X _{0.1}	0,510	0,30	Valid
X _{0.2}	0,734	0,30	Valid
X _{0.3}	0,552	0,30	Valid
X _{0.4}	0,613	0,30	Valid
X _{0.5}	0,745	0,30	Valid

Table 3. Validity Test of Motivation

There are five statement components in the performance variable. A suitable question item for describing the variables correlates to variables whose r_{xy} value is higher than the critical value. All five of the question items are valid, as the table above below demonstrates.

Questions	r_{xy}	r_{table}	Description
Y ₁	0,618	0,30	Valid

The performance variable has five statement components. A suitable question item for describing the variables correlates to variables whose r_{xy} value is higher than the critical value. All five question items are valid, as the table below demonstrates.

Table 4. Validity Test on Work Performance

Questions	r_{xy}	r_{table}	Description
Y _{1.1}	0,618	0,30	Valid
Y _{1.2}	0,629	0,30	Valid
Y _{1.3}	0,699	0,30	Valid
Y _{1.4}	0,521	0,30	Valid
Y _{1.5}	0,704	0,30	Valid

Table 4. Validity Test on Work Performance

RELIABILITY TEST

The purpose of the reliability test is to ascertain the independent variable's instrument confidence index's size. Using Cronbach's Alpha formula to assess for reliability. If the Alpha value is 0.6, the instrument is considered dependable. Reliability test results from the analysis are shown in the table below:

The variable is considered dependable if Alpha > or = 0.60. Similarly, the variable is considered unreliable if alpha is less than 0.6.

Variable	Cronbach's Alpha	Criteria	Description
Employee Engagement	0,748	Cronbach's Alpha > 0,6 then it is reliable	Reliable
Work Discipline	0,711		Reliable
Work Motivation	0,627		Reliable
Performance	0,635		Reliable

RELIABILITY TEST

The reliability test aims to find the instrument confidence index size for the independent variable. Cronbach's Alpha formula was employed to evaluate reliability. If the Alpha value is 0.6, the instrument is considered dependable. The reliability test results from the analysis are shown in the table below. The variable is considered dependable if Alpha > or = 0.60. Similarly, the variable is considered unreliable if alpha is less than 0.6.

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Criteria	Description
Employee Engagement	0,748	Cronbach's Alpha > 0,6 then it is reliable	Reliable
Work Discipline	0,711		Reliable
Work Motivation	0,627		Reliable
Performance	0,635		Reliable

Table 5. Reliability Test Results

ANALYSIS OF MULTIPLE LINEAR REGRESSION

Using the following formula, multiple linear regression analysis was employed in this study to ascertain the impact of the independent variable on the dependent variable:

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Analysis Of Multiple Linear Regression

Multiple linear regression analysis was used in this study to determine the effect of the independent variable on the dependent variable using the following formula:

Table 6. Simple Linear Regression Results

Table 5. Reliability Test Results

Item	Cronbach's Alpha	Item-Mean Correlation with Total
Work Motivation	0.627	0,6 then it is reliable
Performance	0.635	Reliable

ANALYSIS OF MULTIPLE LINEAR REGRESSION

Using the following formula, multiple linear regression analysis was employed in this study to ascertain the impact of the independent variable on the dependent variable:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.091	.931		.098	.922
Employee Engagement (X1)	.315	.084	.449	3.740	.000
Work Discipline (X2)	.211	.076	.289	2.777	.007
Work Motivation (X3)	.259	.086	.249	3.016	.004

a. Dependent Variable: Employee Performance (Y)

Table 6. Simple Linear Regression Results

The following multiple regression equation model can be created using the data processing findings from the previous table:

$$Y = 0.091 + 0.315 X_1 + 0.211 X_2 + 0.259 X_3$$

Using the data processing results from the previous table, the multiple regression equation models listed below can be produced:

$$Y = 0.091 + 0.315 X_1 + 0.211 X_2 + 0.259 X_3$$

The following is an explanation of the equation in the aforementioned simple linear regression:

- A steady value of 0.091. This suggests that the performance of the BRI Unit Giriwoyo office staff is either positive or increases if the factors of employee engagement, work discipline, and motivation are absent or equal to zero, given that other variables outside the fixed model are present.
- The employee engagement variable positively impacts the performance of the BRI Unit Giriwoyo office staff, as indicated by the β_1 value of 0.315. Therefore, if employee engagement is increased, the BRI Unit Giriwoyo office staff will perform better.
- The work discipline variable favours the performance of BRI Unit Giriwoyo office staff, as indicated by the β_2 value of 0.251. In order to strengthen work discipline and boost the performance of BRI Unit Giriwoyo office staff.
- The office staff at BRI Unit Giriwoyo performs better when the work motivation variable is present, as indicated by the value of β_3 , which is 0.259. Therefore, if staff are more motivated to work, they will perform better in the BRI Unit Giriwoyo office.

T-Test

This study used the coefficient of determination test to ascertain how the independent variable (X) affects the dependent variable (Y). The following test findings were obtained using SPSS version 25's coefficient of determination:

Table 7. T Test Results

Unit Giriwoyo office.

T TEST

Determining the amount that the independent variable (X) contributes to the dependent variable (Y) is the aim of the coefficient of determination test in this investigation. The following test findings were obtained using SPSS version 25's coefficient of determination:

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.091	.931		.098	.922
Employee Engagement (X1)	.315	.084	.449	3.740	.000
Disiplin Kerja (X2)	.211	.076	.289	2.777	.007
Motivasi Kerja (X3)	.259	.086	.249	3.016	.004

a. Dependent Variable: Kinerja Karyawan (Y)

Table 7. T Test Results

The purpose of the t-test is to determine whether the independent variable significantly affects the dependent variable. The following are the t-test findings:

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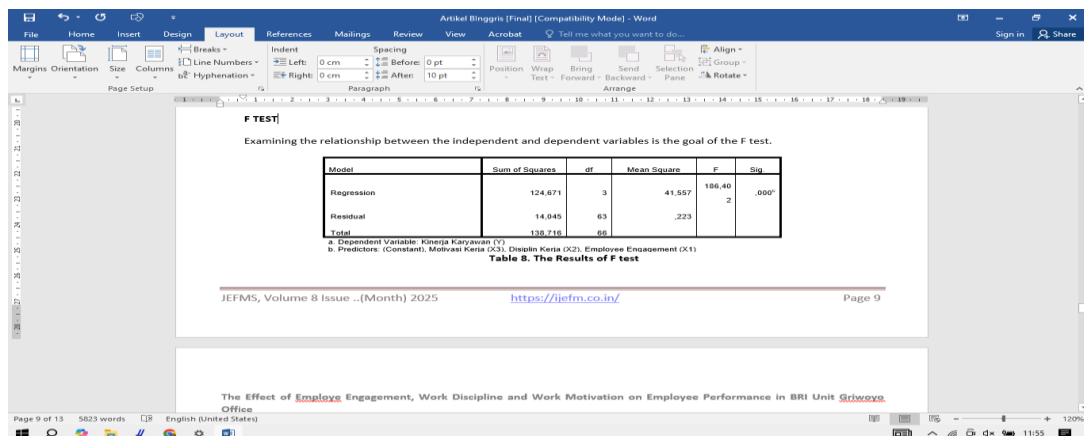
The aim of the t-test is to find out if the independent variable significantly affects the dependent variable. The following are the t-test findings:

- The relationship between worker performance and employee engagement $0.000 < 0.05$ was the significant value that BRI Unit Giriwoyo got, showing that the variable employee involvement significantly impacted staff performance, and H_0 was rejected.
- Because of a significant value of $0.004 < 0.05$ for the effect of work discipline on office workers at BRI Unit Giriwoyo, H_0 was discarded; it indicates that work discipline elements significantly impact BRI Unit Giriwoyo office employees' performance.
- The significant value of $0.007 < 0.05$ for the relationship between work motivation and BRI Unit Giriwoyo office personnel performance means that H_0 is rejected. Therefore, fluctuating motivation significantly affects the employees' performance at the BRI Unit Giriwoyo office.

F Test

The F-test aims to examine how the independent and dependent variables relate to one another.

Table 8. The Results of the F test



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F TEST

Examining the relationship between the independent and dependent variables is the goal of the F test.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	124.871	3	41.557	186.402	.000 ^a
Residual	14.045	63	.223		
Total	138.916	66			

a. Dependent Variable: Kinerja Karyawan (Y)
b. Predictors: (Constant), Motivasi Kerja (X3), Disiplin Kerja (X2), Employee Engagement (X1)

Table 8. The Results of F test

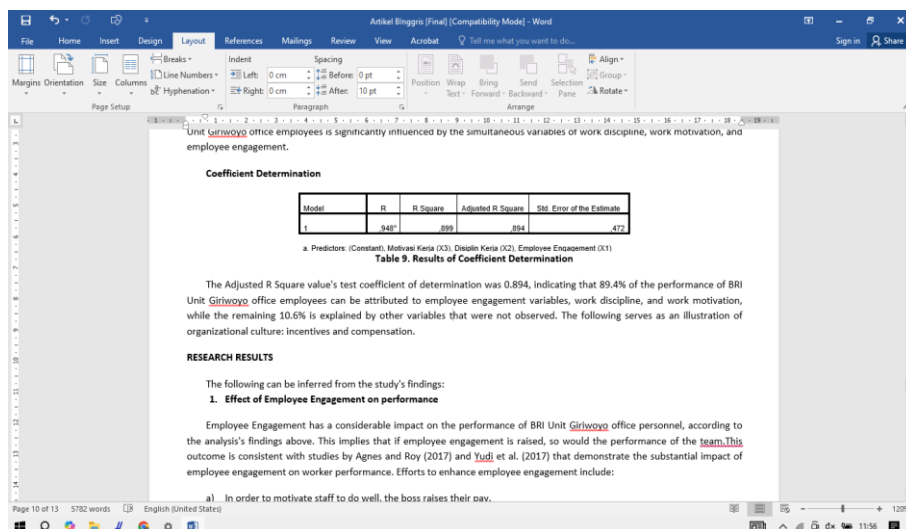
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F test results with significance $0.000 < 0.05$ and value $F = 186.402$. The performance of BRI Unit Giriwoyo office staff is thus greatly influenced by the simultaneous variables of work discipline, job incentive, and employee engagement.

Coefficient Determination

Table 9. Results of Coefficient Determination



The screenshot shows a Microsoft Word document titled 'Artikel Bingsri [Final] [Compatibility Mode] - Word'. The document content includes the following text and table:

Coefficient Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.949 ^a	.894	.894	.472

a. Predictors: (Constant), Motivasi Kerja (X3), Disiplin Kerja (X2), Employee Engagement (X1)

Table 9. Results of Coefficient Determination

The Adjusted R Square value's test coefficient of determination was 0.894, indicating that 89.4% of the performance of BRI Unit Giriwoyo office employees can be attributed to employee engagement variables, work discipline, and work motivation, while the remaining 10.6% is explained by other variables that were not observed. The following serves as an illustration of organizational culture: Incentives and compensation.

RESEARCH RESULTS

The following can be inferred from the study's findings:

- Effect of Employee Engagement on performance**

Employee Engagement has a considerable impact on the performance of BRI Unit Giriwoyo office personnel, according to the analysis's findings above. This implies that if employee engagement is raised, so would the performance of the team. This outcome is consistent with studies by Agnes and Roy (2017) and Yudi et al. (2017) that demonstrate the substantial impact of employee engagement on worker performance. Efforts to enhance employee engagement include:

a) ... In order to motivate staff to do well, the boss raises their oav...

With a test coefficient of determination of 0.894, the Adjusted R Square value, work motivation, work discipline, and employee engagement account for 89.4% of the performance of BRI Unit Giriwoyo office personnel. Comparatively, other factors

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that were not detected account for the remaining 10.6%. The following serve as an illustration of organisational culture: incentives and compensation.

Research Results

The following can be inferred from the study's findings:

1. Effect of Employee Engagement on Performance

Employee engagement has a considerable impact on the performance of BRI Unit Giriwoyo office personnel, according to the findings of the analysis above. This implies that if employee engagement is raised, so would the team's performance. This outcome is consistent with studies by Agnes and Roy (2017) and Yudi et al. (2017) that show how employee engagement significantly affects worker performance. Attempts to improve worker engagement consist of the following:

- a) The boss raises their pay to motivate staff to do well.
- b) Increase subordinates' communication.
- c) Leadership gets better so that coworkers help one another finish the task

2. Influence of work discipline on performance

The investigation results clearly show that work discipline has a major impact on BRI Unit Giriwoyo office personnel; thus, if work discipline is strengthened, office workers' performance will rise. This outcome is consistent with studies by Dea et al. (2020) that show how work discipline significantly impacts employee performance. However, It does not align with the findings of Arianto (2013); research indicates that employee performance is unaffected by work discipline. There are several ways to enhance job discipline, such as:

- a) To achieve equitable justice, leaders enhance discipline for every employee.
- b) Leaders increase discipline so that all employees deliver the finest job.
- c) A strong attitude toward unruly workers is strengthened by leadership.

3. Effect of work motivation on performance

The aforementioned analysis's findings demonstrate that work motivation significantly affects BRI Unit Giriwoyo office workers' performance; hence, if work motivation rises, so will the employees' performance. This result aligns with the Char et al. (2020) study; It demonstrates that work motivation significantly impacts employee performance. However, it contradicts Luhur's (2014) results demonstrating that job motivation does not significantly impact employee performance. The following steps can help boost motivation at work:

- a) Leaders give employees more chances to advance their knowledge and skills.
- b) Leaders raise worker productivity BRI Office unit Giriwoyo Grobogan Regency by recognising exceptional workers with awards
- c) Give every employee more equal chances to advance.

VI. CONCLUSIONS & SUGGESTION

The following conclusions about this study may be inferred from the outcomes of the analyses and tests that were conducted:

- 1) Employee engagement significantly and favourably affects employee performance. This variable's computed t-value of 3.740, less than 0.05, 0.000 at the significance level, shows that the hypothesis is accepted. According to the study's findings, employee engagement significantly affects employee performance, which raises the performance of BRI Unit Giriwoyo office staff. These findings align with the findings of Agnes and Roy (2017) and Yudi et al. (2017).
- 2) Workplace discipline significantly and favourably affects employee performance. Less than 0.05, according to the calculated t value of 2.777 at a significance level of 0.007, the variable's hypothesis is supported. Employees at the BRI Unit Giriwoyo office will perform better the more disciplined they are at work. This complements research by Dea et al. (2020), which reveals that work discipline highly impacts employee performance. Work discipline substantially impacts employee performance, according to Dea et al. (2020), which is in line with the results of this study.
- 3) Workplace motivation positively and significantly impacts employee performance. The hypothesis on this variable is accepted, as demonstrated by the computed t-value of 3.016, which is less than 0.05 and has a significance level of 0.004. Thus, employees at the BRI Unit Giriwoyo office will perform better and be more motivated. Consistent with this study's findings, Char et al. (2020) discovered that employee motivation significantly impacts job performance.

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SUGGESTION

Several suggestions can be made based on the study's findings, such as the following:

- 1) The most important aspect influencing the performance of BRI Unit Giriwoyo office staff is employee engagement. Therefore, in order to enhance employee performance, the following steps must be followed to raise employee engagement:
 - a. To motivate staff to do well, the boss raises their pay. The company's guidelines provide an example of a pay rise
 - b. Leaders improve communication with subordinates. For example, a meeting is held at the end of each month so that the leadership can use it to dialogue and communicate with employees
 - c. Leaders develop such that coworkers help one another do tasks. For instance, all staff members participate in organising every event, such as an exhibition at Pasaraya Luwes
- 2) Workplace discipline must be enhanced due to the substantial and favourable impact of the actions that may be taken by:
 - a. To achieve equitable justice, leaders enhance discipline for every employee. For instance, every regulation is made and implemented uniformly.
 - b. Leaders instil discipline among all staff members to produce the finest work. For instance, daily absences are enforced and reviewed at the end of each month to evaluate employees' discipline.
 - c. c. Sending a warning letter to an employee who disobeys corporate policies exemplifies how leadership strengthens its stance against unruly workers.
- 3) Work motivation needs to be increased because of the positive and significant effects the efforts that can be done by:
 - a. Leaders provide equitable skill and ability development opportunities for all staff members. For instance, all workers have the chance to advance their skills, and those who have not graduated yet are permitted to enrol in college.
 - b. Leaders enhance worker performance in the BRI Office unit Giriwoyo Grobogan by rewarding top performers. Examples of rewarding employees that do very well for the firm.
 - c. c. Leaders increase equal opportunities for promotion for every employee. For example, every employee who achieves a certain amount during his work period is promoted; for example, he is appointed supervisor or supervisor of the room.
- 4) Future studies should create more variables to utilise corporate culture, pay and incentives, and other factors besides employee engagement, work discipline, and motivation.
- 5) Researchers can be receptive to new ideas and advance existing research to benefit science.

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